

Succeed Report

CEO/Managing Director

Completed Assessment for: Green Cross Health CFO
 on 4/16/2019



3
 POOR

Top 3 Competencies



Leading Leaders

The extent to which one empowers leaders to achieve clear, ambitious organizational goals.



Execution Focused

The extent to which one executes the organization's strategy effectively and achieves the desired business results.



Strategic Thinking

The extent to which one considers long term implications, explores patterns and builds support for a long-term vision.

Key Insights

Job Match



COMPETENCY MATCH

A measure of behavioral traits and their impact on the key competencies for the role



The Definition

The extent to which one creates a high performance environment in which leaders are continuously developed and are actively developing others.

MAKING SOUND DECISIONS



The Definition

The extent to which one makes sound decisions in a timely and confident manner.

EXECUTION FOCUSED



The Definition

The extent to which one executes the organization's strategy effectively and achieves the desired business results.

LEADING LEADERS



The Definition

The extent to which one empowers leaders to achieve clear, ambitious organizational goals.

LEVERAGING RELATIONSHIPS



The Definition

The extent to which one navigates the social and political aspects of the organization successfully and positively.

RESILIENCE



The Definition

The extent to which one responds to challenges with composure, optimism and hardiness; perseveres and exhibits healthy stress management strategies.

STRATEGIC
COMMUNICATION



The Definition

The extent to which one communicates inside and outside the organization through multiple channels in ways that are coherent, consistent and drive the strategic objectives of the business.

STRATEGIC THINKING



The Definition

The extent to which one considers long term implications, explores patterns and builds support for a long-term vision.

CULTIVATING LEADERS



The extent to which one creates a high performance environment in which leaders are continuously developed and are actively developing others.

- Accommodation - May be overly focused on personal goals at the expense of devoting time to developing others.
- Criticism Tolerance - Is likely to deliver criticism in a sympathetic and sensitive manner.
- Multitasking - Should be able to prioritize the development of others, even when faced with competing demands.
- Optimism - May focus too much on setbacks when providing feedback, rather than emphasizing solutions or lessons learned to facilitate growth.
- Positive View of People - Has a cautious view of others; may take a more skeptical approach in development and may underestimate the accomplishments or potential of others.
- Sociability - Is not likely to invest the time establishing rapport with coworkers, which may impact ability to motivate and develop team members.
- Work Intensity - Is likely to demonstrate a quick pace; should make productive use of time and allocate effort to coaching and developing others.

Accommodation



The Definition

The extent to which individuals place more emphasis on accommodating the needs of others as opposed to prioritizing their personal needs.

Key Insight Narrative

Accommodation - May be overly focused on personal goals at the expense of devoting time to developing others.

Criticism Tolerance



The Definition

The extent to which individuals interpret criticism objectively versus being sensitive to feedback from others.

Key Insight Narrative

Criticism Tolerance - Is likely to deliver criticism in a sympathetic and sensitive manner.

Multitasking



The Definition

The extent to which individuals prefer variety and handling multiple tasks, as opposed to predictability and focusing on one thing at a time.

Key Insight Narrative

Multitasking - Should be able to prioritize the development of others, even when faced with competing demands.

Optimism



The Definition

The extent to which individuals have an optimistic and positive outlook under most work circumstances as opposed to being concerned about what could go wrong.

Key Insight Narrative

Optimism - May focus too much on setbacks when providing feedback, rather than emphasizing solutions or lessons learned to facilitate growth.

Positive View of People



The Definition

The extent to which individuals are trusting and optimistic in their outlook toward people, as opposed to being critical or cynical.

Key Insight Narrative

Positive View of People - Has a cautious view of others; may take a more skeptical approach in development and may underestimate the accomplishments or potential of others.

Sociability



The Definition

The extent to which individuals seek out and enjoy social interactions as opposed to a preference for being alone or one-on-one interactions.

Key Insight Narrative

Sociability - Is not likely to invest the time establishing rapport with coworkers, which may impact ability to motivate and develop team members.

Work Intensity



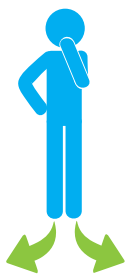
The Definition

The extent to which individuals work hard to accomplish many things quickly as opposed to working methodically or at a less hurried pace.

Key Insight Narrative

Work Intensity - Is likely to demonstrate a quick pace; should make productive use of time and allocate effort to coaching and developing others.

MAKING SOUND DECISIONS



The extent to which one makes sound decisions in a timely and confident manner.

- Cautious Thinking - May take unnecessary risks when making decisions.
- Criticism Tolerance - May appear sensitive or defensive when decisions are questioned.
- Detail Interest - May fail to consider details before making decisions.
- Follow Through - May not follow up with key stakeholders to ensure alignment when making decisions.
- Objective Thinking - Should balance facts with intuition before drawing conclusions.
- Realistic Thinking - May overemphasize possibilities that sound good in theory but are impractical in reality.
- Reflective Thinking - May miss extenuating circumstances or long-term consequences of decisions by not probing beyond surface issues.
- Work Intensity - Prefers a fast work pace; should appreciate the value of making sound decisions quickly to move the business forward.

Cautious Thinking



The Definition

The extent to which individuals have a deliberate and serious style when deciding on a course of action as opposed to making decisions quickly.

Key Insight Narrative

Cautious Thinking - May take unnecessary risks when making decisions.

Criticism Tolerance



The Definition

The extent to which individuals interpret criticism objectively versus being sensitive to feedback from others.

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Detail Interest



The Definition

The extent to which individuals enjoy engaging in detail-oriented tasks as opposed to disliking them.

Key Insight Narrative

Detail Interest - May fail to consider details before making decisions.

Follow Through



The Definition

The extent to which individuals can be relied on to follow through and demonstrate commitment rather than being flexible with priorities.

Key Insight Narrative

Follow Through - May not follow up with key stakeholders to ensure alignment when making decisions.

Objective Thinking



The Definition

The extent to which individuals view information and situations factually, as opposed to viewing situations from a more personal frame of reference.

Key Insight Narrative

Objective Thinking - Should balance facts with intuition before drawing conclusions.

Realistic Thinking



The Definition

The extent to which individuals draw from past experience and are practical, as opposed to being imaginative, wishful thinkers.

Key Insight Narrative

Realistic Thinking - May overemphasize possibilities that sound good in theory but are impractical in reality.

Reflective Thinking



The Definition

The extent to which individuals thoroughly consider and seek out information, as opposed to being comfortable acting with limited information.

Key Insight Narrative

Reflective Thinking - May miss extenuating circumstances or long-term consequences of decisions by not probing beyond surface issues.

Work Intensity



The Definition

The extent to which individuals work hard to accomplish many things quickly as opposed to working methodically or at a less hurried pace.

Key Insight Narrative

Work Intensity - Prefers a fast work pace; should appreciate the value of making sound decisions quickly to move the business forward.

EXECUTION FOCUSED



The extent to which one executes the organization's strategy effectively and achieves the desired business results.

- Assertiveness - Is likely to champion organizational strategy effectively by holding others accountable to achieve the desired business results.
- Detail Interest - May overlook important details and become impatient when a situation requires focusing on specifics.
- Multitasking - Is likely to execute strategies effectively and achieve results, even in unpredictable and constantly changing environments.
- Positive View of People - May be cautious in trusting others or difficult to please, which may create a negative environment for achieving business results.
- Process-Focused - May be perceived as disorganized and not take the time to sufficiently plan before moving to action.
- Realistic Thinking - Will likely seek out new and creative strategies to achieve and improve business results.
- Work Independence - Is comfortable taking the initiative and making decisions that ensure others are aligned and supported to achieve business results.
- Work Intensity - Is likely to demonstrate an energetic work pace to achieve desired business results and inspire the team to deliver their best performance.

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Process-Focused



The Definition

The extent to which individuals prefer to be organized and structured in the way they work, rather than taking a less methodical approach.

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Process-Focused - May be perceived as disorganized and not take the time to sufficiently plan before moving to action.

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Work Independence



The Definition

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LEADING LEADERS



The extent to which one empowers leaders to achieve clear, ambitious organizational goals.

- Accommodation - Is likely comfortable challenging others, which may be perceived as uncaring or overly competitive.
- Assertiveness - Is likely to be confident in a leadership role and will be comfortable establishing the direction for the team.
- Criticism Tolerance - Is likely sensitive to feedback, and may resist adjusting to the needs of the team.
- Multitasking - Is capable of leading a variety of initiatives at the same time.
- Positive View of People - Tends to perceive others from a slightly negative perspective and may not give them the benefit of the doubt.
- Realistic Thinking - Will likely set goals that are realistic, but also encourage growth.
- Work Independence - Is likely to take the lead and provide direction without much support from others.
- Work Intensity - Has a reasonably quick work pace; will lead the team to achieve team goals with a sense of urgency.

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LEVERAGING RELATIONSHIPS



The extent to which one navigates the social and political aspects of the organization successfully and positively.

- Accommodation - May, at times, be more concerned with own interests than those of others, even when collaboration would be more important.
- Criticism Tolerance - Should generally be able to interact with others without becoming overly defensive or sensitive.
- Multitasking - May become distracted during conversations and not devote the necessary time and personal attention required to build meaningful relationships.
- Optimism - May, at times, convey a pessimistic or negative outlook, potentially inhibiting the development of meaningful relationships.
- Positive View of People - Likely somewhat guarded and skeptical of others, which may impact the ability to build trusting relationships.
- Work Intensity - Is likely to manage both the demands of a busy schedule and the time involved in connecting with others.

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RESILIENCE



The extent to which one responds to challenges with composure, optimism and hardiness; perseveres and exhibits healthy stress management strategies.

- Accommodation - Should be comfortable letting others know when they are overloaded; is unlikely to overcommit to deadlines.
- Criticism Tolerance - May tend to take feedback personally; may not recover quickly from criticism.
- Optimism - May be overwhelmed by challenging situations and may worry unnecessarily.
- Realistic Thinking - Tends to be idealistic and impractical in managing stress.
- Reflective Thinking - Is likely to resolve issues without identifying and understanding the root cause.
- Social Restraint - Is likely to express frustration appropriately and vent in a healthy manner.

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Social Restraint



The Definition

The extent to which individuals are highly self-controlled when engaging with others as opposed to being less restrained and carefree.

Key Insight Narrative

Social Restraint - Is likely to express frustration appropriately and vent in a healthy manner.

STRATEGIC COMMUNICATION



The extent to which one communicates inside and outside the organization through multiple channels in ways that are coherent, consistent and drive the strategic objectives of the business.

- Assertiveness - Is comfortable voicing opinions and leading conversations with key stakeholders.
- Criticism Tolerance - Is likely to respond defensively to criticism, whether real or imagined, which may interfere with the ability to effectively communicate with others.
- Interpersonal Insight - Makes a concerted effort to understand the styles and preferences of target audiences and adjusts the content and delivery of messages accordingly.
- Optimism - May be perceived as negative or pessimistic when presenting strategies or ideas to others.
- Positive View of People - Is naturally skeptical of others; may come across as less trusting or convey a 'prove it to me' attitude.
- Sociability - May have difficulty establishing rapport with others, and may be perceived as unapproachable.

- Social Restraint - Tends to be expressive when communicating with others, which is often viewed as authentic.

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Interpersonal Insight



The Definition

The extent to which individuals are aware of or "tuned in" to others' feelings, motivations, and behaviors.

Key Insight Narrative

Interpersonal Insight - Makes a concerted effort to understand the styles and preferences of target audiences and adjusts the content and delivery of messages accordingly.

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The Definition

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Sociability - May have difficulty establishing rapport with others, and may be perceived as unapproachable.

Social Restraint



The Definition

The extent to which individuals are highly self-controlled when engaging with others as opposed to being less restrained and carefree.

Key Insight Narrative

Social Restraint - Tends to be expressive when communicating with others, which is often viewed as authentic.

STRATEGIC THINKING



The extent to which one considers long term implications, explores patterns and builds support for a long-term vision.

- Assertiveness - Is likely to be comfortable and confident when communicating a strategy or vision to others.
- Cautious Thinking - Should be capable of taking risks which can lead to innovation.
- Criticism Tolerance - May appear sensitive to criticism and may have difficulty letting go of ideas or readjusting with feedback.
- Realistic Thinking - Is likely to balance practicality with creativity when determining a course of action.
- Reflective Thinking - Considers issues from a more tactical standpoint and may not consider long-term implications.

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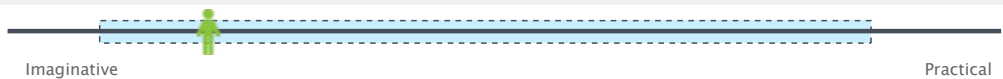
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Realistic Thinking - Is likely to balance practicality with creativity when determining a course of action.



The Definition

The extent to which individuals thoroughly consider and seek out information, as opposed to being comfortable acting with limited information.

Key Insight Narrative

Reflective Thinking - Considers issues from a more tactical standpoint and may not consider long-term implications.

ANDREA SAMPLE

Green Cross Health CFO

abainnz@gmail.com

Interview Date: _____

OPENING QUESTIONS

1. Please tell me about your work history. How has your previous work experience prepared you to take on the challenges of this role?

2. Tell me about what attracted you most to this position. What prompted you to apply for this job?

3. Describe your ideal work environment. In what type of work culture do you feel you perform best?

4. We all have preferences when it comes to supervisory style and the type of manager with whom we work most effectively. What type of oversight and interaction do you prefer from a manager? Why do you feel this helps you work most effectively?

COMPETENCY QUESTIONS

CULTIVATING LEADERS

Tell me about a time when you acted as a mentor or coach to someone. How did you influence that person, and what improvements did you see in that person's knowledge or skills? What, if anything, did you gain from the relationship?

ANSWER:

Tell me what things you have done in the past to ensure people who worked for you were given the resources and opportunities to grow. How did you decide which employees received which growth or development opportunities?

ANSWER:

MAKING SOUND DECISIONS

Describe a time when you had an important decision to make, but had several alternatives to choose from. What criteria went into your decision? What was the result?

ANSWER:

Tell me about a time when you implemented a solution to a problem and then discovered later that the problem was not fixed. What actions did you take? What was the result?

ANSWER:

EXECUTION FOCUSED

Tell me about a leadership situation where you set a goal for your employees. How did you communicate your expectations to the employees and monitor employee performance? What was the result of your actions?

ANSWER:

Tell me about a time when you wanted to execute a large scale initiative that had high visibility within the organization. What were your considerations before the project began? How did you execute on the project? What went well? What would you do differently next time?

ANSWER:

LEADING LEADERS

Walk me through your most significant experiences in leading people. Tell me about the type of work your group or team did, how many people you managed, and how you assigned work and organized the group to get the job done.

ANSWER:

Eventually, every leader is faced with a crisis situation involving a significant business issue or interpersonal conflict that must be resolved. Tell me about two of your most significant leadership crises, and how you addressed them.

ANSWER:

LEVERAGING RELATIONSHIPS

Give me several examples of important business relationships you have developed with people from other parts of your organization or with people outside the organization that have helped you to meet your business objectives.

ANSWER:

What is your strategy for developing business relationships? How do you go about developing these relationships? What do you do to sustain and maintain them over time?

ANSWER:

RESILIENCE

Describe a stressful situation at work that you experienced. What was the situation? How did you react to it? How did this impact your work performance?

ANSWER:

Tell me about the last significant setback you had at work. What was the situation? What happened? How did you react?

ANSWER:

STRATEGIC COMMUNICATION

Tell me about a situation where you had to vary your communication approach according to the audience that you were addressing and the type of information you were sharing. What was the situation? What did you do? How did you determine whether your approach was effective?

ANSWER:

Tell me about a time when you had to facilitate a group discussion in order to clarify issues and/or establish strategic direction. What was your approach? What was the outcome?

ANSWER:

STRATEGIC THINKING

Tell me about a time when you had to build a long-term plan for your unit or business area. What was your process? What was most challenging about that exercise? Looking back, what were the strengths and limitations of your plan?

ANSWER:

Think about a time where you needed to find a solution for a complex problem at work. How did you approach this situation? What information did you gather? How did you arrive at a solution?

ANSWER:

FOLLOW-UPS

For the following competency(ies): **Cultivating Leaders, Leading Leaders, Leveraging Relationships**, the individual scored **below** the match area for Accommodation.

Tell me about a time when you had to respond to a request that seemed unreasonable. What was the request? How did you respond?

(Listen for an attempt to meet the need to the best of their ability.)

For the following competency(ies): **Making Sound Decisions**, the individual scored **below** the match area for Cautious Thinking. Tell me about a time when you took a risk at work and it paid off. What about a time when you took a risk that you later regretted? How did those experiences influence your approach to decisions going forward?

(Listen for indications of wisdom and maturity in the individual's decision-making process.)

For the following competency(ies): **Leading Leaders, Making Sound Decisions, Resilience, Strategic Communication, Strategic Thinking**, the individual scored **below** the match area for Criticism Tolerance.

Tell me about a past situation in which you felt criticized by a supervisor, coworker or group leader. What were the circumstances? How did you respond?

(Listen for sensitivity or defensiveness to criticism.)

For the following competency(ies): **Execution Focused, Making Sound Decisions**, the individual scored **below** the match area for Detail Interest.

Tell me how you feel about working with details. Give me examples from your previous jobs of details you think were important and others you thought were unimportant. How did you decide which to pay attention to?

(Listen for a tendency to overlook or avoid the tedious or mundane details that may be important for the role.)

For the following competency(ies): **Making Sound Decisions**, the individual scored **below** the match area for Follow Through.

Tell me about a time when you were not able to complete a project on time. What was the situation? What did you do? What was the outcome?

(Listen for a tendency to miss deadlines and not hold self/others accountable.)

For the following competency(ies): **Leveraging Relationships**, the individual scored **above** the match area for Multitasking.
What type of work do you like? Do you like variety or consistency? Would you rather focus on one task or do several at the same time?
(Listen for a tendency to become easily bored or uninterested in the work.)

For the following competency(ies): **Cultivating Leaders, Leveraging Relationships, Resilience, Strategic Communication**, the individual scored **below** the match area for Optimism.
Describe a situation in which you were frustrated by the obstacles you faced when trying to achieve an important goal at work. What caused the frustration? How did you handle it?
(Listen for an ability to persist in the face of difficulty and not let negative thoughts impact work performance.)

For the following competency(ies): **Cultivating Leaders, Execution Focused, Leading Leaders, Leveraging Relationships, Strategic Communication**, the individual scored **below** the match area for Positive View of People.
What is your general approach in building work relationships with others? Are you inclined to give people the benefit of the doubt or develop relationships very slowly over time, where you gradually come to trust someone? What work experiences have led to this point of view?
(Listen for a tendency to be skeptical or suspicious of others, rather than trusting and being open to others.)

For the following competency(ies): **Execution Focused**, the individual scored **below** the match area for Process-Focused.
Describe a situation that illustrates the kind of techniques that you use to stay organized and focused in your own work.
(Listen for an ability to keep work organized.)

For the following competency(ies): **Making Sound Decisions, Resilience**, the individual scored **below** the match area for Realistic Thinking.
Tell me about a time when you came up with a great idea, but it was met with resistance or did not turn out to be successful once implemented. What was the idea? Why do you think it went the way it did?
(Listen for a tendency to be a dreamer rather than a practical thinker. Do they come up with ideas that are not practical or are too far-flung to be implemented?)

For the following competency(ies): **Making Sound Decisions, Resilience, Strategic Thinking**, the individual scored **below** the match area for Reflective Thinking.

Tell me about a time when you failed to recognize or see the long-term impact of a decision. What happened? What was the result?

(Listen for an ability to consider the long-term effects of a decision.)

For the following competency(ies): **Cultivating Leaders, Strategic Communication**, the individual scored **below** the match area for Sociability.

Tell me about work situations where it is easy for you to initiate conversation with people and those where it is difficult. What makes these situations different? How does this impact your approach to interacting with others?

(Listen for the ability to engage others socially when needed.)